AGENCY PLAN: STATEMENT OF PURPOSE, GOALS AND BUDGET SUMMARY

STATEMENT OF PURPOSE:

The General Services Department will manage municipal offices and city assets, fleet, 311 Call Center, facilities, and equipment for city operations. As we move into a consolidated operating structure, the General Services Department will focus on supporting operating departments in providing core services to the community. As the central resource center for the Municipal and Environmental Services Department and other departments, the General Services Department focuses on providing support services such as fleet management, asset management, 311 Call Center, and facilities and equipment management. By centralizing these services under the umbrella of one department efficiencies can be realized therefore reducing total cost. This allows the services to be allocated to various core service departments on a rotating schedule with some ability to provide services on an as needed basis.

AGENCY GOALS:

- 1. Maintain all city-owned facilities, grounds, and parks.
- 2. Purchase and/or lease, manage, and maintain safe reliable and appropriate vehicles for city departments.
- 3. Procure and manage cost-effective space and occupancy arrangements for city staff and facilities.
- 4. Provide customer service excellence and accountability to city residents.

AGENCY FINANCIAL SUMMARY:

	005-06 quested -	City Appropriations	04-05 udget -	2005-06 <u>Recommended</u> \$ 31,375,680	crease crease)
\$	-	Total Appropriations	\$ -	\$ 31,375,680	\$ -
\$	-	NET TAX COST:	\$ -	\$ 31,375,680	\$ -
AGE	NCY EMP	LOYFE STATISTICS:			

2005-06		2004-05	04-01-05	2005-06	Increase
Requested		<u>Budget</u>	<u>Actual</u>	Recommended	(Decrease)
<u>0</u>	City Positions	<u>0</u>	<u>0</u>	<u>534</u>	<u>534</u>
0	Total Positions	0	0	534	534

ACTIVITIES IN THIS AGENCY:

	200	04-05	2005-06	Increase
	<u>Bu</u>	<u>ıdget</u>	Recommended	(Decrease)
Administration	\$	-	\$1,739,665	\$ 1,739,665
Facilities and Ground Maintenance		-	15,283,648	15,283,648
Fleet and Equipment Management	\$		\$ <u>14,352,367</u>	\$ 14,352,367
Total Appropriations	\$	_	\$ 31,375,680	\$ 31,375,680

ADMINISTRATION ACTIVITY INFORMATION

ACTIVITY DESCRIPTION: ADMINISTRATION DIVISON

The General Services Department Administration Division includes the Director's office and the 311 Call Center. These staff analyze the service requirements of city agencies, establish deployment plans for building services, grounds maintenance, skilled trades and fleet and equipment, and oversee contracting processes. Additionally the Administration Division will also focus on managing the various agencies within the General Services Department inclusive of Facilities and Grounds Maintenance, Fleet and Equipment Management, 311 Call Center.

In order to facilitate the needs of constituents and to service interdepartmental requests for services, the 311 Call Center will function as the centralized area where constituents can call to request services or report a lack of service.

GOALS:

- 1. Analyze occupancy requirement of city agencies and facilities.
- 2. Identify and pursue cost effective alternatives for translating available resources into deployment plans.
- 3. Oversee existing contracting processes.
- 4. Provide customer service excellence.
- 5. Provide accountability of city departments to delivering core services to citizens

MAJOR INITIATIVES FOR FY 2004-05 and FY 2005-06:

In 2005-06, General Services Administration will oversee the transfer of existing staff and contracts from agencies throughout the City. They will first survey agencies at all city facilities to assess skill sets against varying service requirements. Under a Finance Department initiative, all municipal arrangements have been identified: locating staff by operation at any city-owned or leased sites

Within this fiscal year the 311 Call Center will be launched in order to establish a system in which constituents can receive core city services. The 311 Call Center will work with each department through a technologically advanced interface to report, track, and evaluate the quality and efficiency of service delivery within the city.

PLANNING FOR THE FUTURE FOR FY 2005-06, 2006-07 and BEYOND:

As support services are re-engineered, Administration will better track service levels as a basis for exploring alternative approaches with bargaining units. Support service tracking is a critical element of occupancy costs, which must be managed to keep city overhead down.

Understanding the space requirements of city operations will allow the city to consolidate its real estate through long-term planning, and focus on better management of core facilities.

As city departments gains accountability and adjust to operating with the new organizational structure the value of the information captured through the 311 Call Center will increase. It will also evolve into a system that can be used for internal purposes to provide the same pertinent information about service delivery amongst internal business units similar to its initial purpose served externally. The capture of this information Additionally the 311 Call Center will function more as a central repository for citizens to gather information about city services and events.

ADMINISTRATION MEASURES AND TARGETS

Type of Performance Measure: List of Measures	2002-03 Actual	2003-04 Actual	2004-05 Projection	2005-06 Target
Outputs: Units of Activity directed toward Goals				
311 Call Center call volumes handled	N/A	N/A	N/A	N/A
Activity Costs	\$0	\$0	\$0	\$1,739,665

CITY OF DETROIT

General Services Department

Financial Detail by Appropriation and Organization

Administration	_	2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Administration	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	
APPROPRIATION ORGANIZATION		_		_	-		
11825 - Administration							
470005 - Administration	0	\$0	0	\$0	1	\$217,814	
470008 - Call Center	0	\$0	0	\$0	29	\$1,521,851	
APPROPRIATION TOTAL	0	\$0	0	\$0	30	\$1,739,665	
ACTIVITY TOTAL		\$0		\$0	30	\$1,739,665	

CITY OF DETROIT Budget Development for FY 2005-2006 Appropriations - Summary Objects

	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	
AC0247 - Administration				
A47000 - General Services Department				
SALWAGESL - Salary & Wages	0	0	969,562	
EMPBENESL - Employee Benefi	0	0	587,603	
OPERSUPSL - Operating Supplie	0	0	103,500	
OPERSVCSL - Operating Service	0	0	59,000	
OTHEXPSSL - Other Expenses	0	0	20,000	
A47000 - General Services Department	0	0	1,739,665	
AC0247 - Administration	0	0	1,739,665	
Grand Total	0	0	1,739,665	

FACILITIES AND GROUND MAINTENANCE ACTIVITY INFORMATION

ACTIVITY DESCRIPTION: FACILITIES AND GROUND MAINTENANCE DIVISION

The Facilities and Grounds Maintenance Division of the General Services Department in divided into three subunits of Facilities and Grounds Maintenance, Building Services, and Skilled Trades. Under the Building Services and Skilled Trades units the primary responsibility is to provide maintenance and repair of City-owned buildings. Additionally Building Services provides custodial services to City departments in offices and buildings throughout the City, these services are inclusive of but not limited to trash removal, vacuuming, sweeping, carpet cleaning, floor maintenance, dusting, interior window washing, and wall washing. The unit may also provide moving services.

Services provided by the Skilled Trades division will be inclusive of but not limited to such things as repair and maintenance of plumbing, heating, electrical, and air conditioning systems, elevators, automotive hoists, carpentry, painting, roofing, limited concrete work, welding, upholstery, emergency generators, furniture, smoke detectors, locksmith (including changing combinations on safes), carpet installation, other related equipment, and the sweeping of specific parking lots related to municipal facilities.

Ground Maintenance is responsible for landscaping the grounds of municipal facilities and maintaining vacant lots throughout the city. This includes city-owned parkland formerly the responsibility of the former Recreation Department, and it includes management of contractual weed-cutting vendors, previously the responsibility of the former Department of Public Works. In the winter, it will include snow and ice removal at these same locations.

GOALS:

- 1. Provide custodial, maintenance, and repair services for city-owned/operated buildings.
- 2. Maintain and landscape all city-owned park space and other public spaces throughout the city.
- 3. Providing skilled trades support to for city-owned/operated buildings.
- 1. Increase operational efficiencies through the pooling and consolidation of grounds maintenance, building services, and skilled trades activities.

MAJOR INITIATIVES FOR FY 2004-05 and FY 2005-06:

All staff and contractors currently providing building services at municipal buildings will be consolidated into this central unit, and a deployment plan will be created. This will start with an assessment of current service levels and requirements for all current City of Detroit facilities. Additionally all grounds maintenance staff and contracts will be centralized through this department including park maintenance workers from recreation. Skilled trades will be included in the consolidation. An evaluation of staff levels and service needs will be done to achieve an optimal servicing schedule and on-call schedule to understand the needs and service rotation to achieve efficient operations. Centralized management of these operations will these operation will be achieve during the 2005-06 budget year

PLANNING FOR THE FUTURE FOR FY 2005-06, 2006-07 and BEYOND:

As we progressively move into a new realm of management efficiencies in conjunction with the opportunities for reducing the number of facilities within the city of Detroit, the structure for Grounds Maintenance will change. Additionally as we realize cost savings and operational efficiencies though the centralization of services. As we move towards more efficient operations as a governmental entity, the city of Detroit will also institute measures to improve their support to operating department and also evaluate the other opportunities for realizing addition reduction in overhead costs.

FACILITIES AND GROUND MAINTENANCE MEASURES AND TARGETS

Type of Performance Measure: List of Measures	2002-03 Actual	2003-04 Actual	2004-05 Projection	2005-06 Target
Efficiency: Program Costs related to Units of Activity				
Turnaround time on skilled trades work orders	N/A	N/A	N/A	N/A
Activity Costs	\$0	\$0	\$0	\$15,283,648

CITY OF DETROIT

Facility and Grounds Maintenance

Financial Detail by Appropriation and Organization

Grounds Maintenance	_	2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Facility and Grounds Maintenance	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	
APPROPRIATION ORGANIZATION		_		_			
11830 - Facility and Grounds Maintenance							
470010 - Grounds Maintenance	0	\$0	0	\$0	68	\$2,612,240	
470020 - Building Services	0	\$0	0	\$0	234	\$7,340,036	
470030 - Skilled Trades	0	\$0	0	\$0	65	\$5,331,372	
APPROPRIATION TOTAL	0	\$0	0	\$0	367	\$15,283,648	
ACTIVITY TOTAL		\$0	0	\$0	367	\$15,283,648	

CITY OF DETROIT Budget Development for FY 2005-2006 Appropriations - Summary Objects

	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	
AC0547 - Facilities and Grounds Maintenance				
A47000 - General Services Department				
SALWAGESL - Salary & Wages	0	0	8,153,561	
EMPBENESL - Employee Benefi	0	0	5,175,015	
PROFSVCSL - Professional/Cont	0	0	1,118,820	
OPERSUPSL - Operating Supplie	0	0	822,752	
OPERSVCSL - Operating Service	0	0	3,500	
CAPEQUPSL - Capital Equipmen	0	0	10,000	
A47000 - General Services Department	0	0	15,283,648	
AC0547 - Facilities and Grounds Maintena	0	0	15,283,648	
Grand Total	0	0	15,283,648	

FLEET AND EQUIPMENT MANAGEMENT DIVISON ACTIVITY INFORMATION

ACTIVITY DESCRIPTION: FLEET AND EQUIPMENT MANAGEMENT DIVISION

The Vehicle Management Division DPW this division will meet the vehicle requirements of city agencies by acquiring and providing repair general fund vehicles and implement local driving policies. This includes the light duty of fleet of Fire, all PLD, Recreation, Police and all other General Fund vehicles. This Division is also responsible for the maintenance and management of all major power tools and related equipment.

GOALS AND OBJECTIVES:

- 1. Purchase and maintain safe, reliable and appropriate vehicles for City departments.
- 2. Ensure that adequate records and information are maintained for all vehicles.
- 3. Maintain of City fueling operations.
- 5. Purchase, manage and maintain heavy, moveable equipment and other rolling machinery.

MAJOR INITIATIVES FOR FY 2004-05 and FY 2005-06:

A Fleet Management unit was established in the Vehicle Management Division in 2003 to assist in the oversight development and new citywide vehicle policies relative to the acquisition, assignment and operation of the fleet. This unit has overseen major policy changes in the light duty fleet, emphasizing pool concepts and restructuring employee take-home privileges. In 2004-05, the General Assigned fleet was reduced by 54. In 2005, the fleet is further cut by about 62 GAS, 100 Police General Assigned Cars and all executive cars. The REV fuel management system to capture accurate usage and cost of fuel was installed in 2004.

The unit has also overseen the creation of an Internal Service Fund, which segregates vehicle costs in order to better manage them. Initially, this fund only recognizes acquisition costs, but will ultimately integrate the costs of repairs so that every program can bear the full costs of vehicle operation.

In 2005, the City will explore a contractual arrangement for pool loaner vehicles under which occasional city business travel can be accommodated. This type of arrangement allows the City to reduce its financial commitment to occasional business mileage in favor of better support for core service vehicles such as refuse trucks and police patrol cars. The City is also interested in lease opportunities that may save on stipend costs for generally assigned vehicles.

PLANNING FOR THE FUTURE FOR FY 2005-06, FY 2006-07 and BEYOND:

The future for Fleet Management for City of Detroit vehicles will be a crucial piece to managing the rising costs of city government. As we move forward to manage this operation we must also consider leveraging technology as a beneficial management tool to achieve efficiencies in the areas of maintenance, fuel management and developing specifications for equipment. A thorough identification of other areas where efficiencies can be realized should also be conducted. With respects to vehicle and equipment maintenance we must begin to assess and develop and understanding for what the internal skill set and capabilities are, while understanding that the areas for improvement should be considered as areas where we may seek to use alternative service providers.

FLEET AND EQUIPMENT MANAGEMENT MEASURES AND TARGETS

Type of Performance Measure:	2003-04	2004-05	2005-06	2005-06
List of Measures	Actual	Actual	Projection	Target
Inputs: Resources Allocated or Service Demands Made				
Number of fleet accidents	N/A	N/A	800	700
Outputs: Units of Activity directed toward Goals				
Percent vehicles covered under preventive maintenance				
schedule	85%	85%	85%	85%
Percent of departmental inventory levels maintained.	75%	65%	65%	65%
Outcomes: Results or Impacts of Program Activities				
Average percent of Police scout fleet available	N/A	N/A	81%	85%
Average percent of DPW courville trucks available	N/A	N/A	59%	70%
Efficiency: Program Costs related to Units of Activity				
Percent of repairs completed within established repair time	85%	75%	75%	85%
Activity Costs	\$27,719,290	\$30,141,345	\$24,680,899	\$14,352,367

CITY OF DETROIT

Fleet and Equipment Management

Financial Detail by Appropriation and Organization

Administration		2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Fleet and Equipment Management	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	
APPROPRIATION ORGANIZATION		_		_			
11831 - Fleet and Equipment Management							
470040 - Administration	0	\$0	0	\$0	5	\$348,742	
470050 - Vehicle Control Center	0	\$0	0	\$0	5	\$343,776	
470060 - Vehicle Maintenance	0	\$0	0	\$0	112	\$6,951,290	
470070 - Vehicle & Equipment Specifications	0	\$0	0	\$0	2	\$193,285	
470080 - Stores and Supplies	0	\$0	0	\$0	10	\$3,738,929	
470090 - Gas Station	0	\$0	0	\$0	3	\$2,776,345	
APPROPRIATION TOTAL	0	\$0	0	\$0	137	\$14,352,367	
ACTIVITY TOTAL	0	\$0	0	\$0	137	\$14,352,367	

CITY OF DETROIT Budget Development for FY 2005-2006 Appropriations - Summary Objects

	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	
AC1047 - Fleet and Equipment Management				
A47000 - General Services Department				
SALWAGESL - Salary & Wages	0	0	5,268,553	
EMPBENESL - Employee Benefi	0	0	3,038,940	
OPERSUPSL - Operating Supplic	0	0	5,933,217	
OPERSVCSL - Operating Service	0	0	109,657	
CAPEQUPSL - Capital Equipmen	0	0	2,000	
A47000 - General Services Department	0	0	14,352,367	
AC1047 - Fleet and Equipment Manageme	0	0	14,352,367	
Grand Total	0	0	14,352,367	

CITY OF DETROIT Budget Development for FY 2005-2006 Appropriation Summary - Revenues

	2003-04 Actuals	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Adopted Budget	Variance
A47000 - General Services Department					
11830 - Facility and Grounds Maintenance					
447535 - Miscellaneous Forestry	0	0	0	442,868	442,868
11830 - Facility and Grounds Maintena	0	0	0	442,868	442,868
11831 - Fleet and Equipment Management					
440100 - Maintenance & Constru	0	0	0	254,758	254,758
449125 - Personal Services	0	0	0	65,895	65,895
472255 - Sale Of Equipment	0	0	0	1,826,735	1,826,735
11831 - Fleet and Equipment Managen	0	0	0	2,147,388	2,147,388
A47000 - General Services Department	0	0	0	2,590,256	2,590,256
Grand Total	0	0	0	2,590,256	2,590,256

Appropriation Organization Classification	REDBOOK FY 2004 2005 FTE	DEPT REQUEST FY 2005 2006 FTE	MAYORS FY 2005 2006 FTE
11825 - Administration			
470005 - Administration			
Director -Dept of Public Works	0	0	1
Total Administration	0	0	1
470008 - Call Center			
Call Center Manager	0	0	1
Call Center Analyst	0	0	4
Contituent Service Rep	0	0	20
Suprv Constituent Service Rep	0	0	4
Total Call Center	0	0	29
Total Administration	0	0	30
11830 - Facility and Grounds Maintenance			
470010 - Grounds Maintenance			
General Manager - Public Works	0	0	1
Park Maintenance Sub-Foreman	0	0	6
General Auto Mechanic	0	0	1
Park Maintenance Foreman	0	0	1
Park Maintenance Sprv - GD I	0	0	4
Senior Tree Artisan	0	0	1
Reservation Event Coordinator	0	0	1
Office Assistant II	0	0	2
Laborer A	0	0	0
Associate Forester	0	0	2
Vehicle Operator I	0	0	17
Building Attendant A	0	0	0
Recreation Facilities Oper	0	0	0
Forestry & Landscape Foreman	0	0	3
Sr Public Service Supervisor	0	0	1
Manager I - Recreation	0	0	4
Park Maintenance Worker	0	0	0
Office Assistant III	0	0	1
Public Srve Attendant - Merch	0	0	3

Appropriation Organization	REDBOOK FY 2004 2005 FTE	DEPT REQUEST FY 2005 2006 FTE	MAYORS FY 2005 2006 FTE	
Classification				
11830 - Facility and Grounds Maintenance				
470010 - Grounds Maintenance				
Park Maintenance Helper	0	0	0	
Tree Artisan	0	0	9	
Vehicle Operator III	0	0	4	
Park Maintenance Sprv -GD II	0	0	5	
Supervising Bldg Attendant I	0	0	0	
Park Maintenance Foreman	0	0	1	
Senior Stenographer	0	0	1	
Senior Building Attendant	0	0	0	
Total Grounds Maintenance	0	0	68	
470020 - Building Services				
Bldg Oper Sprv - Grade II	0	0	1	
Building Attendant A	0	0	108	
Supervising Bldg Attendant II	0	0	2	
Senior Building Attendant	0	0	8	
Recreation Facilities Oper	0	0	27	
Supervising Bldg Attendant I	0	0	4	
Park Maintenance Worker	0	0	16	
Park Maintenance Helper	0	0	60	
Laborer A	0	0	8	
Total Building Services	0	0	234	
470030 - Skilled Trades				
Building Trades Helper	0	0	1	
Elect Worker Foreman	0	0	1	
Sprv of Building Maintenance	0	0	1	
Bldg Maintenance Foreman	0	0	2	
Elect Worker Sub-Foreman	0	0	1	
Vehicle Operator I	0	0	1	
Bldg Maint Sub-Foreman	0	0	2	
Bldg Oper Sprv - Grade I	0	0	1	
Finish Carpenter	0	0	11	
Master Plumber	0	0	1	

Appropriation Organization	REDBOOK FY 2004 2005 FTE	DEPT REQUEST FY 2005 2006 FTE	MAYORS FY 2005 2006 FTE	
Classification	2000 1 12	11 2000 2000 1 12	2000111	
11830 - Facility and Grounds Maintenance				
470030 - Skilled Trades				
Finish Painter	0	0	2	
Building Operator I	0	0	2	
Building Operator II	0	0	1	
Asst Sprv of Bldg Maint	0	0	2	
Mech Helper - Operation	0	0	1	
Bldg Maint Oper Supervisor	0	0	1	
Bldg Trades Worker-Gen	0	0	7	
Head Operating Eng Recreation	0	0	1	
Elect Worker - General	0	0	6	
Office Assistant III	0	0	1	
Boiler Operator - Low Pressure	0	0	8	
Vehicle Painter and Letterer	0	0	1	
Refrig Equip Oper 1st Class	0	0	2	
Repair Mechanic	0	0	1	
Plumber	0	0	7	
Total Skilled Trades	0	0	65	
Total Facility and Grounds Maintenance	0	0	367	
11831 - Fleet and Equipment Management				
470040 - Administration				
Asst Super of Motor Transport	0	0	1	
Principal Clerk	0	0	1	
Senior Clerk	0	0	2	
Manager I - Public Works	0	0	1	
Total Administration	0	0	5	
470050 - Vehicle Control Center				
General Auto Mechanic	0	0	2	
Auto Repair Supervisor	0	0	1	
Auto Repair Foreman	0	0	1	
Auto Repair Sub-Foreman	0	0	1	
Total Vehicle Control Center	0	0	5	

Appropriation	REDBOOK FY 2004	DEPT REQUEST	MAYORS FY 2005
Organization	2005 FTE	FY 2005 2006 FTE	2006 FTE
Classification			
11831 - Fleet and Equipment Management			
470060 - Vehicle Maintenance			
General Auto Body Mechanic	0	0	2
Auto Electric Mechanic	0	0	1
Sr Auto Repair Foreman	0	0	2
Auto Repair Foreman	0	0	9
General Auto Mechanic	0	0	71
Auto Mechanic	0	0	3
Auto Repair Helper	0	0	1
Vehicle Operator I	0	0	1
General Welder	0	0	6
Sr Sprv of Mechanical Maint	0	0	3
Automotive Service Attendant	0	0	4
Garage Attendant	0	0	8
Sr Motor Vehicle Dispatcher	0	0	1
Total Vehicle Maintenance	0	0	112
470070 - Vehicle & Equipment Specifications			
Principal Accountant	0	0	1
General Manager - Public Works	0	0	1
Total Vehicle & Equipment Specifications	0	0	2
470080 - Stores and Supplies			
Stores Operations Supervisor	0	0	1
Head Storekeeper	0	0	1
Senior Storekeeper	0	0	2
Storekeeper	0	0	4
Assistant Storekeeper	0	0	2
Total Stores and Supplies	0	0	10
470090 - Gas Station	•	•	
Vehicle Operator III	0	0	2
vortion operator in	U	J	4

Appropriation Organization	REDBOOK FY 2004 2005 FTE	DEPT REQUEST FY 2005 2006 FTE	MAYORS FY 2005 2006 FTE
Classification	2003 FTE	F1 2003 2000 F1E	2000 FTE
11831 - Fleet and Equipment Management			
470090 - Gas Station			
Senior Storekeeper	0	0	1
Total Gas Station	0	0	3
Total Fleet and Equipment Management	0	0	137
Agency Total	0	0	534